

CHANGE OF COMMAND
HOWARD KAY RETIREMENT
NETC NEWPORT
22 June 1978

30M TURNER'S
SPEECH

1. Delighted to be back in Newport

- Old friends
- Familiar surroundings
- Among happiest years
- One happiest things I did-- recommend in 1973 that Howie Kay be assigned as CO OCS - Why?

2. Howie Kay

- Not just been long time friends - since USNA - 1944
- Because had come to admire his leadership & ability & concern w/people
 - o Minesweepers - Sasebo - CV's passing honors
 - o Marshal music on 1MC
- *Why thought ideal for OCS-*
- Not here long but OCS turned international - Howie perfect for that
 - o 1st naval advisor Ethiopia.
- One great international diplomatic achievement of all time was obtaining - marriage approval - 2 churches - for govt & US Navy - matter weeks
- Day of wedding - no approvals - went ahead
- Man of action - Just what Newport-Navy needed in 1974
- Liliana tremendous asset w/OCS
- Formed NETC from 5 disparate commands.

Record superb - Newport truly became educ center of USN -

Merger of commands smooth because Howie Kay kind of man he is

- o he's the kind of guy to whom you can give a can of paint and 25c and he'll figure a way to remodel the place

Sargent

- practical - down-to-earth
 - recognizes day-to-day needs of people
 - doesn't worry about grandiose schemes that never come to pass
 - builds people's morale *d promote effectiveness*
 - makes them feel proud they're on same base with him
 - Look at the superb job he's done here
 - o smoothly guided the Navy's transition here in Newport
 - o painted, improved
 - o tore relics down
 - o made base better
 - o all years we lived here and put up with all the ugly, run-down nonsense - when anyone else would have said, we'll try to find the money, Howie found a way and did it.
 - o He gets things done - doesn't let bureaucracy get in the way.
 - o All you have to do ladies/gentlemen - look around you see what a man can do when he has ingenuity, determination and leadership.
 - { Seeing how many of you from Navy and the community have come here to join in tribute clear a recognition of how much Howie Kay done to maintain the smooth & warm USN - Newport ties long existed
3. Another his great strengths always been pub relations-finest sense.
- *since relationships USN - civilian comm - important to OC's*
 - Was necessary here 3-4 years ago when military under intense criticism
 - o bothered some young officers so much - went to/from work in civilian clothes rather than uniform

- Fortunate has come around not just here, but across nation

Respect - necessary - deserved returning -

*with greater consciousness of
mil. people obligations to nation come*

*Uncertain
when stood -
eyes - people*

4. If I might take a minute to make plea with you on behalf of the Intelligence Community of this nation - same turn around.

- Need good intel
 - o closed societies
 - o SALT
 - o Drugs
 - o Terrorism
- Country realizes must have this
- Been under attack - 3 1/2 years some properly, some unfair
 - o Can't defend because turn off sources - lose advantages
 - o Can't balance by telling all the successes over the more than 30 years since first founded.

5. What need today opportunity demonstrate we're back on course - w/o automatic presumption in media and elsewhere that everything to do w/intell is bad. }

- We know does no good to think we are defending American values and institutions and then by our actions ^{undermine} ignore them.
- Not ask public just take us on faith - but look
- We have - in American way - over past couple of years - developed important controls & oversight procedures.
- Today we're producing best intel ever. Yet,
 - o IC now operating under tightest controls ever.
 - o Oversight by both Legislative & Executive Branches.
Congress and the President insist on knowing what we are doing. I make sure they do know.
 - o More open than ever to public as well.
- See changing public mood - appreciate need for intelligence just as I think it appreciates need for military more than ever.

*Hope to do continue
Enemy doing everything desired that*

6. Not surprised if some of Howie's graduates will find their way into area of intel during their career - ~~either naval intelligence or some national intelligence activity.~~
 - If they do - will find what learned in Navy will stand them to good stead.
 - Thankful to men like Howie Kay with vision and drive to
 - o set example of leadership
 - o be an activist.
7. No doubt in my mind that this is but a shift in Howie's career.
 - Expect he will apply his energies just as brilliantly to other pursuits.
 - The Navy appreciates what he has done here. Newport appreciates what he has done.
 - Want to wish Howie and Liliana the very best in the future.
8. Ed Whalen comes to this job with a background of impressive accomplishments
 - You have a lot to live up to - always easier to step in and turn a mess around - much harder to step in and take over a command that is 4.0 and continue to improve it.
 - Big challenge - sure you can meet it - wish you well.

Thank you.

CHANGE OF COMMAND - NEWPORT

22 June 1978

Thank you very much. Admiral Stockdale, Captain Kay, Captain Whelan, Newport friends. I can't tell you how wonderful it is for Patricia and me to be back here at home in Newport. I say at home because we look with great nostalgia upon our time here and I am sure that I will always regard my duties at the Naval War College as among the very most memorable of my career and among the very happiest. Perhaps the happiest thing I did while President of the Naval War College however, was to recommend the assignment of Captain Howard Kay to be the Commander of the Officer Training Center as it was then called. I did this of course in part because I've known Howard since we were midshipmen together at the Naval Academy under the direction of Admiral Stuart Ingersoll, whom Howard and I are both honored to have here in the audience this morning, but much more than that, I had known Howard over the years since and come to have a profound respect for his abilities to get things done and, in particular, for his leadership of young people. When I think of his leadership abilities, somehow instinctively over all these years, I have a mental image of the harbor at Sasebo, Japan. Now that may sound strange to all of you, but Sasebo Harbor is a very thin, narrow harbor shaped almost like a banana, with a naval base at one end and a very narrow entrance at the other. During the 1950s when we had a large fleet in the Far East, the big ships that could not go in to the naval base itself anchored along this narrow strip of water from the entrance to the base; carriers, battleships, cruisers. And Howard Kay was assigned there

as a Commander of a mine sweeping division. Now Howard didn't really have mine sweeping ships. He had 55 foot motor launches, the kind of things aircraft carriers use to send the sailors ashore in, and we'd throw some mine sweeping gear on the stern of these and put a half a dozen men on them, and every morning they paraded out from the base to the entrance of the harbor and checked to see if there were any dangers for the big ships before they left port. And every afternoon, they returned. Now for those of you who are not in the Navy, we have a custom of rendering honors when ships pass each other; and the junior ship gets all the men on deck and come to attention and salute. The senior ship then looks down and responds and does the same. Well, as I say, Howard didn't really have ships, he had boats. But every time they steamed in or out of that harbor, as they went by each aircraft carrier, each battleship, each cruiser, those little men stood up and blew their whistle, saluted; the officer of the deck on the carrier looked down and tried to see if he could find out what was making his noise, and then he called maybe a thousand men to attention to salute the half dozen of Howard's troops. This didn't make him popular with skippers of carriers and battleships, but it puffed out the pride in the chests of those young men in the mine sweepers. This is typical of the ingenuity, the attention to people that Howard has always exercised. I know from my own experience that there have been repeated times when I have mentally referred back to an article that he wrote on this in the 1950s in the Naval Institute Proceedings. And among other things, he pointed out the value to the naval officer of a band like this we have here and how it was critical whenever you got your troops together, you got your men out for Captain's inspection, that you play some good

marshal music and stir them up. And I can't tell you how many times I've reported aboard a naval ship and one of the first things I did was go down and modify the public address system to be sure that we could play John Philip Sousa during inspections and every time I've thought of this wonderful man, this wonderful leader, Howard Kay. That's why I thought he was ideal for the Officer Candidate School job. He wasn't here very long, however, before some of his other talents were called upon. What has been an American Officer Candidate School is suddenly turned into an international Officer Candidate School. And what good chance that we have Howard Kay, who had a real understanding and an ability to work with people from foreign navies. He has been assigned once as the first United States Naval Advisor to the Imperial Navy of Emperor Haile Selassie of Ethiopia. And while there he achieved one of those great diplomatic conquests that will go down in history. About three weeks before his tour was completed and he was due to come back to the United States, he selected a lovely young Italian girl, Liliana Bicciato who lived in Asmara, Ethiopia, to be his bride. Now the diplomacy involved here was in three weeks he had to get permission to do this from two different churches, from the government of Ethiopia, and from the United States Navy, clearly a formidable undertaking. The night before the wedding, he had approval of nobody. Except Liliana I assume. What did he do? In true Naval fashion he said, damn the red tape, full wedding bells ahead. And they were determined to get married the next afternoon regardless. As it turned out, all of the approval came through in the nick of time. And the United States Navy has been very grateful to Liliana who has supported Howard, and to him

the United States Navy for all these years since. Howard then was challenged here in Newport to expand the job he had come to take with the formation of the Naval Education and Training Center, which brought five major commands together in one. Many of you here know how smoothly, how well he did that. The merger went like clockwork because Howard Kay is the kind of a man that he is. You can give him 25¢ and a can of paint and he'll undertake to refurbish the whole base. He's a practical, down-to-earth man, he recognizes the needs of his people, he doesn't worry about concocting grandiose schemes that are never going to get carried out. He gets down to finding out what will improve morale and efficiency in his operations. Just look at the superb job that he has done in this base here in Newport. Its so different than it was 4, 5 or 6 years ago, in its appearance, in its utility. How many of us lived here with old relics on this base for years with the excuse that we couldn't find the money to tear them down. Well Howard just did it and we're all better off for it as I am sure you appreciate. We look around us, we can see the signs of a man we should admire for his ingenuity, his determination, and his leadership. While he has been here he has also been called upon to exercise what I've always observed in him as a very fine sense of public relations. The fact that there are so many of you in this sea of faces here this morning who represent the city of Newport, the State of Rhode Island, is indicative of the way he has gone about continuing the warm, the traditional relations that exist between the United States Navy and Newport and your fine city and state. I would say that it has been particularly important to have a man who had a good grasp of the proper relationships

between the United States Navy and the civilian community in this position during these last few years. Its hard perhaps to remember today, but just 3 or 4 years ago the military of this country were still suffering considerable criticism as a result of the Vietnam war. Young men and women coming into the Navy didn't quite understand the surroundings. Many of them would not wear their uniforms to and from the base or the ship. They just were uncertain where they stood with respect to the people of this country. That has changed so much in the last few years and we can be very grateful for it. We must recognize the importance of a military, a strong military for our country and its very clear/^{that}the public in this country has come to do so again in a very healthy way. Its also clear, I believe, that we in the military have come to recognize and appreciate more than ever the importance of our serving the people of this country in the way they want to be served. I might take a minute here if I could to make a plea with you on behalf of the Central Intelligence Agency and the Intelligence Community of this country in general for something of this same sense of reversal of public attitudes. Today our country needs good intelligence as much or more as it ever has in its history. If we look back thirty years to the end of World War II and realize that we were then the great military power, the dominant political force in the world, and a totally independent economic power, and we look out on the horizon today and see how much we are inevitably tied up with other countries, interdependently, economically, and politically, and how much the change of military prospect is from dominant to parody. We appreciate how much more important it is today that we understand what is

going on in the rest of the world and that we apply the leverage of being well informed in political, economic, and military spheres. I believe the country recognizes this and knows we must have a good intelligence service and capability. But those capabilities have been under severe attack for about 3-1/2 years. Some justified, much unjustified. But we in intelligence have a difficulty when we're attacked. We sometimes cannot defend because to do so we disclose secret information. And also we cannot frequently publicize our successes because to do so would again reveal secret information. What we need today and which I plead to from you is an opportunity to demonstrate that we are back on course, to demonstrate that we do know that it would not make sense to be here defending the institutions and values of this country if in the course of doing so, we were to undermine them. What I suggest that we need is less of a reflex action on the part of the media and the public, that anything associated with intelligence is by definition bad. I feel that change is coming, I feel that the American people are ready to recognize that and to place some greater modicum of understanding and faith in the appointed and elected officials. But I don't ask you just to take us on faith. I ask you to appreciate the great change that has come over the American intelligence process out of this crucible of criticism. What we have forged today is a new process of intelligence in this country, one which has much greater control and oversight than ever before. It is my opinion that today we have the best intelligence ever. And yet we have it with more controls than have ever been exercised before. Yet we have it with a thorough oversight procedure in both the Executive

and the Legislative Branches of our government. And yet we have it with greater openness today such that the public can do a better job of overseeing what we are doing. I see this public mood changing with greater recognition of the need for intelligence as with the military. I hope these trends will continue. I assure you that we in intelligence are doing everything we can to merit that support. Now of the many people who have gone through these schools here in Newport under Howard Kay's tenure, I'm sure that when they look back years in the future, whether they still be in the Navy or in civilian life, they will recognize the precious value they have had in being under a man with Howard Kay's leadership, vision, and determination. There is no doubt in my mind that as Howard moves on from the Navy to other pursuits, he will continue to apply these same fine talents on behalf of citizens and country. Today I want, on behalf of the United States Navy, formally to express our appreciation to Howard and I am sure that I speak for all of you here from the civilian community when I express your appreciation to him for what he has done for the Navy in Newport. But let me ask Howard to step forward, let me ask Liliana, Sarah Joy, Susan to join us on the stage please.

Howard, on behalf of the Secretary of the Navy, I am privileged to present to you in recognition of your outstanding performance to the Navy and to this country over 31 years, particular thanks for these past 4 here in Newport, the Legion of Merit. Captain _____, will you read the citation. "For exceptionally meritorious conduct and the performance of outstanding service as the Commander, Naval Officer Training Center, from 28 July 73 to 31 March 74, and as Commander, Naval Education and Training Center, Newport, Rhode Island, 1 April 74 to 22 June 78, Captain Kay was

charged with the herculean task of amalgamating five shore commands into the Naval Education and Training Center, following the Shore Establishment Re-alignment Action of 1973. The Navy's only command providing both training and base support, the Naval Education and Training Center was responsible through its several schools for over one-third of all Naval Officer accessionees annually and for the base support for nearly thirty commands and activities making up the Newport Naval Complex. With exceptional management ability, keen foresight and inspiring leadership, Captain Kay molded the young organization into a highly efficient command where excellence became the standard and accomplishment all the more remarkable because of the stringent resource cutbacks. The position of the Newport Naval Complex as the Navy's career officer training site is in no small way the result of Captain Kay's unflagging dedication to the continuing upgrading of the training environment. His zealous participation in a program of public relations substantially improved the image of the Navy in the community. By this outstanding leadership, judgment and inspiring duty throughout, Captain Kay upheld the highest traditions of the United States Naval Service. Signed for the President, W. Graham Claytor, Jr., Secretary of the Navy."

Thank you. Captain Whelan you've come to this job with a background of superb accomplishments but you know you have your work cut out for you. Its easy to take over a command that's all messed up and move forward, its not so easy to take over one that's 4.0 and continue to improve. You're the man to do it. I wish you well and welcome you to Newport and the Newport Navy.

CT.

CASSETTE
TAPE

